

M-GEAR²
(Multi-Generational Environment
Affecting Recruitment and Retention)
MSFC NASA FIRST



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For purposes of this study, Generation X refers to those individuals born in the United States between 1961 and 1975, and Generation Y refers to those born between 1976 and 2000. An examination of these two generations is important to employers as Generation Y begins to enter the workforce. A large body of literature about the characteristics of these two generations was reviewed, and a survey was conducted on the MSFC Gen X and Y civil servant workforce to obtain data on their preference in managerial style, workplace environment and rewards and incentives. The literature suggests that core traits of Gen X include desiring to work independently, being distrustful of corporations, thinking globally, and being independent and pragmatic. Gen Y is more collective, a generation that has been bred for success. It is more likely to value its elders, and be technologically literate. It is more likely to be socially responsible and to value coaching/mentoring. Both groups are heavy consumers of education, appreciative of diversity. They are also technologically savvy, and practical. The survey found that both generations place great emphasis on enjoying their work, having a motivational manager and being given responsibility. Generation Y also desired an involved manager and was more likely to want to be mentored and coached at work. This paper will discuss the differences and similarities of the two generations and provide data to show how to recruit and retain these generations.

M-GEAR² **(Multi-Generational Environment Affecting Recruitment and Retention)**

2.0 Introduction

Multi-Generational Environment Affecting Recruitment and Retention (M-GEAR²) was a study of the Marshall Space Flight Center (MSFC) current and future workforce (specifically Generations X and Y). The objective was to identify what factors or incentives are attractive to younger employees in order to have insight into recruitment and retention. The team focus was to provide beneficial data as it relates to future succession management at MSFC due to the aging workforce.

The purpose of this study was to provide data to management on the generational preferences (workplace environment, rewards and incentives, management styles) at MSFC to show the criticality of planning for changing workforce demographics. Establishing a plan is essential so the Center will not be faced with a sudden loss of experience, labor, and expertise that will be extremely difficult to offset due to competition with other companies for fresh, new talent.

Management can utilize the results of this study to be better prepared to meet the expectations and needs of their Generation X and Y (Gen X and Y) employees.

2.1 Background Information

There is a wide array of information on the multi-generational workforce and how to recruit and retain employees. Research shows that 64 million baby boomers (over 40 percent of the U.S. labor force) are poised to retire in large numbers by the end of this decade. In industries already facing labor and skill shortages, forward-thinking companies are recruiting, retaining, and developing flexible work-time arrangements and/or phased retirement plans for these workers (55 years of age or older), many of whom have skills that are difficult to replace. Such actions are putting these companies ahead of competitors who view the aging workforce largely as a burden putting strains on pension plans and healthcare costs. [1]

2.2 Research Methodology and Scope

The M-GEAR² project began with a review of literature on generational differences in the workplace. This was followed by a survey of Gen X and Y employees at MSFC to understand their preferences in the workplace. The survey was emailed to all 1232 civil servants employed by MSFC born in or after 1961. Gen X is defined as those born between 1961 and 1975. Gen Y is defined as those born in 1976 or later. Because of the low number of Gen Y employees, the beginning year for Gen Y is earlier than the most commonly used dates. The survey yielded 726 responses for a 59% response rate. Table 1 shows the margin of error by generation. The stakeholders include cooperative education student employees, Gen X and Y employees, the Office of Human Capital, and

NASA management. The results of the literature review and the Center survey were analyzed and are combined in this document.

Table 1 - Survey response by generation

Generation	# Responses	Center Population	Margin of Error
X	648	1079	2.4%
Y	76	153 <i>(Includes Co-ops)</i>	7–8%

3.0 Managerial Style

Managers have to perform many roles in an organization and how they handle various situations will depend on their style of management. A management style is an overall method of leadership used by a manager.

3.1 Literature Review

Managers must discern the different work styles of Gen X and Y, and tailor how they work with each, experts say, noting they are talking in sweeping terms when describing the generation, and there are always exceptions at the individual level [2].

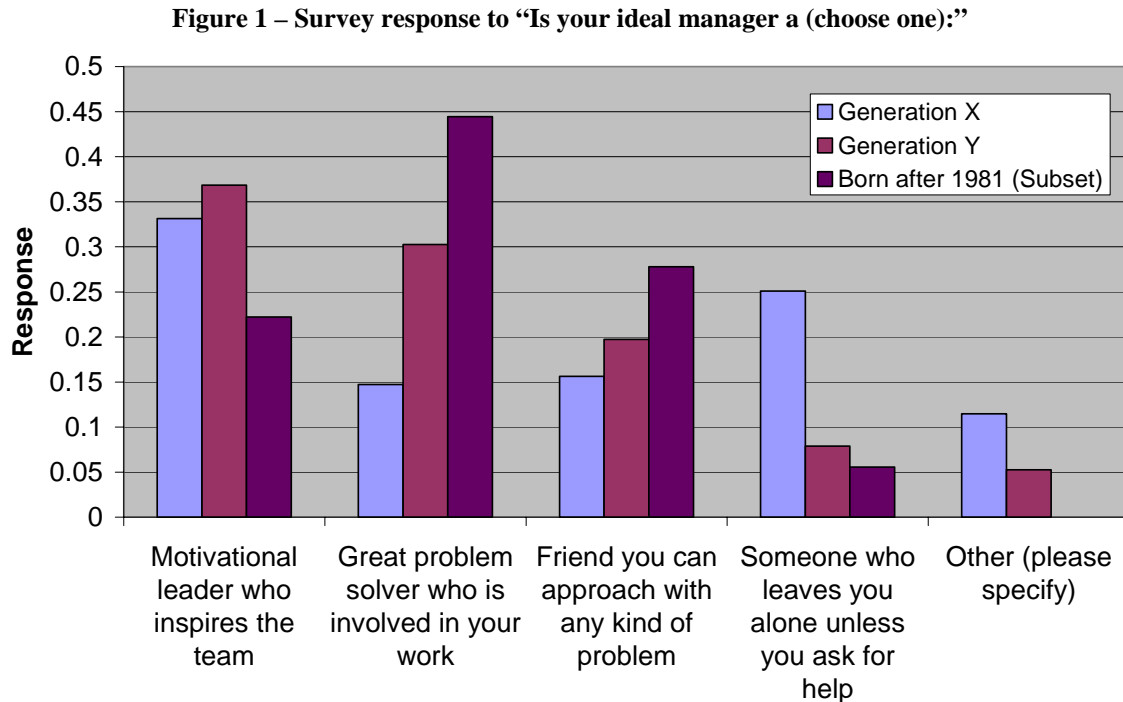
Each generation comes to work daily with a certain list of unique strengths and shortcomings. The key is to understand which generation's shortcomings can be overcome by another generation's strengths.

Because many Xers work well independently, Cam Marston, a Mobile, Alabama, based consultant specializing in multigenerational communications, suggests giving them projects and assignments to do on their own [2]. In contrast, Gen Y wants direction and support that a manager can provide, but it then wants the freedom to run with the project at its own pace. Gen Y wants fair and direct managers who are highly engaged in its professional development.

Generation X, with its carpe diem mentality, decides that enduring a poor manager is not worth the effort, and it will search to find the right person with whom to work. It has an intrinsic need to identify with this role model or hero. Gen X prefers to be left alone to do its work, whereas Gen Y looks for a motivator to stay involved in the work through completion of the project. Gen Y seeks out creative challenges and views colleagues as vast resources from whom to gain knowledge.

3.2 Survey Results

Respondents were asked to select one of four descriptions that best described what they consider to be an ideal manager or enter their own description of an ideal manager. The results are shown below.

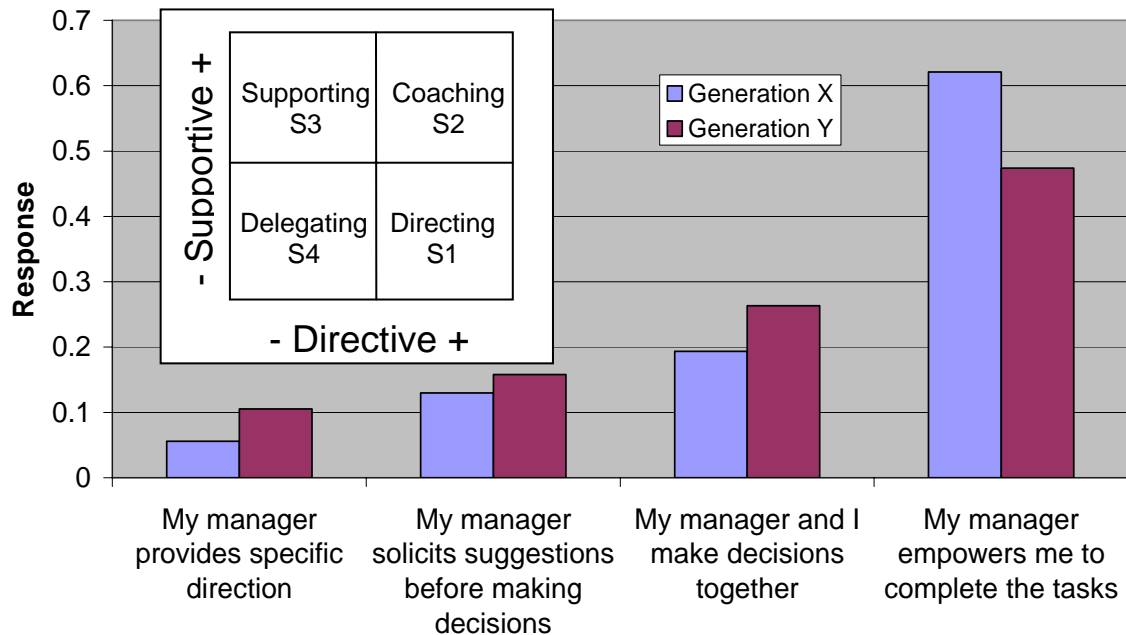


The highest response to the four choices provided, both for Gen X and Y, was a motivational leader. The conclusion drawn was that purpose in the workplace is very important and that employees want to know their efforts have significance. What is perhaps more interesting than the highest response, was the difference in how Gen X and Y felt about their manager being involved in their work versus leaving them alone. Gen Y was twice as likely to want a manager who is a great problem solver involved in its work than Gen X. Conversely, Gen X was three times more likely to want a manager who leaves it alone unless it asks for help. The difference was even more exaggerated when a subset of Gen Y, those born after 1981, was examined. Nearly half of that population wanted an involved manager – by far the highest response.

The results in the “Other” category did not significantly stand out in relation to the other responses. Most of them consisted of a combination of two or more of the descriptions given and the response was limited enough that it did not alter the interpretation of the results.

Along the lines of the previous question, respondents were asked to select their preferred involvement from their manager. The question was an attempt to classify results into the four Situational Leadership categories. The categories were slightly reworded to reduce bias from respondents who are familiar with the Situational Leadership model. The results are shown below.

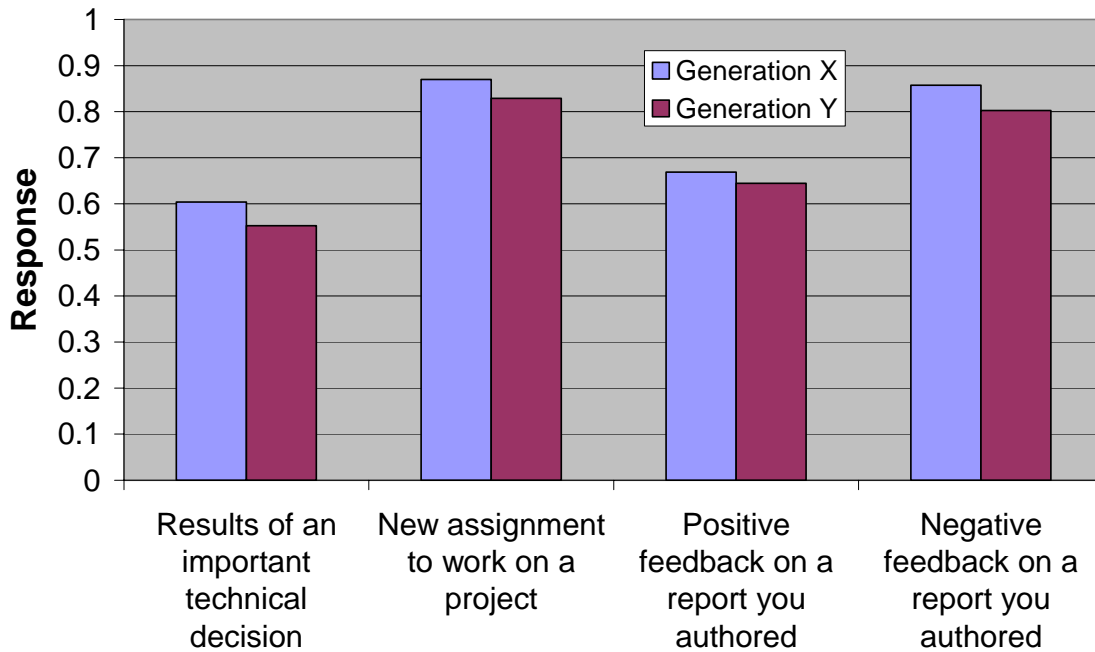
Figure 2 - Survey response to “What type of interaction do you desire from your manager?”



Not surprisingly, Gen Y lags behind Gen X in reaching the delegating quadrant. Gen Y has less experience on the job and desires greater involvement from its management as it learns and develops.

As relationships are developed between manager and employee, it is important for the manager to recognize communication style preferences. Access to technology such as computers and the internet from a very early age has made Gen Y very techno savvy. The next question reveals whether these early experiences have affected the way this generation prefers to receive information.

Figure 3 – Survey response of those who prefer to receive the following types of information in person rather than over the phone or via email



This response reflects agreement between Gen X and Y. Even though communicating by text messaging and email is a norm for Gen Y, it still prefers face to face interaction with its manager. When discussing business, it would rather talk in person than over the phone or by email. By taking the time to talk with employees in person, the manager is expressing the value and worth of that person.

3.3 Recommendations

Managers looking to cultivate and retain Gen X and Y should strive to be good mentors. Training and mentoring are two of the biggest things for which Gen X and Y are looking. Along the lines of mentoring, managers should engage Gen Y employees and talk with them regularly in an effort to understand their career goals and aspirations.

Personalized motivation or management is an idea that was recently introduced to the business community. This approach challenges managers to tailor their management style to each employee's needs. The results are beneficial to both the employee and the manager. Employees are allowed to express how they prefer to be managed, and share what type of work they desire to perform more or less often. Managers benefit because it takes out the guesswork of what employees want. They no longer have to assume that everyone desires to be managed in the same manner. This method opens the communication channel in the workplace and creates a better understanding of what will motivate and allow employees to reach their full performance capabilities. [3]

4.0 Workplace Environment

Workplace environment is any setting in which people work. This comprises not merely the physical environment and workplace hazards, but also the social and cultural aspects.

4.1 Literature Review

What exactly do Gen X and Y look for in a workplace environment? The concept of traditional work schedules is diminishing. The general attitude is, if the work is done, does where it's done matter? They prefer working arrangements which will be totally reliant on trust between the employer and employee. Gen Y believes that new technologies and virtual offices eliminate the need for formal work structures around a rigid 9 to 5 work schedule. [4]

Workplace flexibility that allows telecommuting and working hours that encourage a life outside of the job are an integral component of what Gen Y craves. Money is important to this generation; however work-life balance outranks money. Gen Y is not driven by an office with a window or a large paycheck. It yearns for the opportunity to work for an employer that encourages strong workplace relationships and fosters balance and purpose. Ultimately it wants to make a difference. It views work as "one component of a balanced portfolio that includes family, friends, fitness, and fun." [5]

Gen X is very similar to Gen Y in the area of workplace flexibility. Its preferred work environment is one that is casual, efficient, collegial and friendly. It must be technologically up-to-date and provide a high level of freedom.

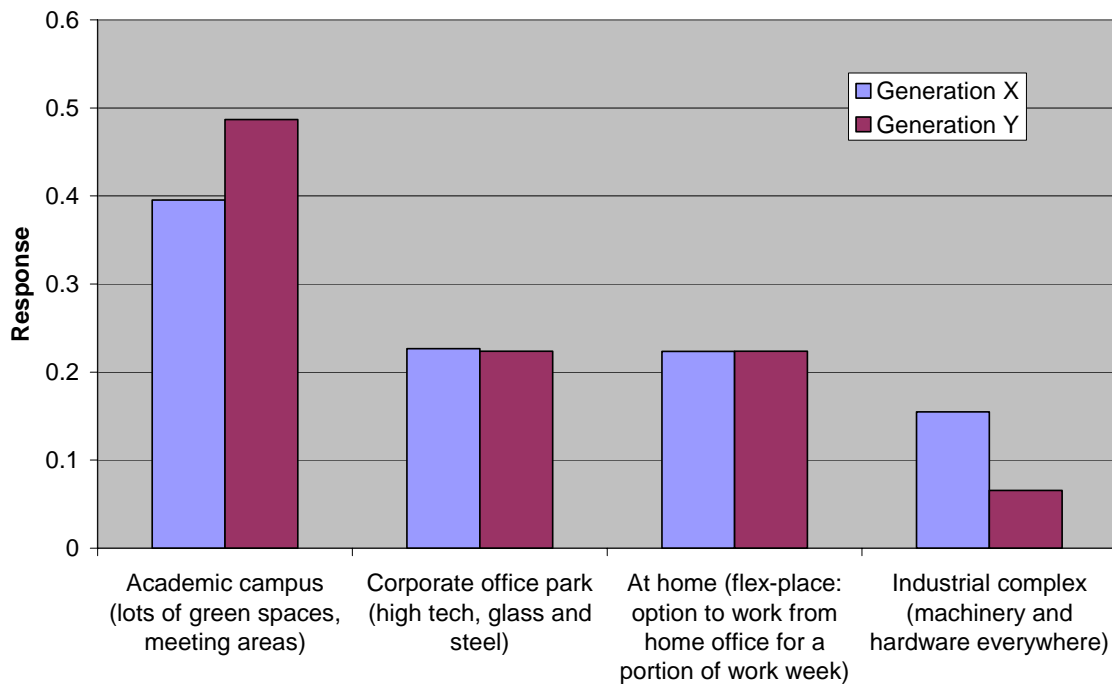
Research by recruitment mogul, Drake Inc., shows that by the time Gen Y starts its first day of work it will have multiple degrees and will already be thinking about its first promotion. If the promotion does not come into fruition by the first six months of employment, Gen Y is highly likely to be in search of a new job in which it will probably stay only two years. Stephanie Dinnel, who led the Drake research, said "Gen Y will have up to five roles by the time they are 30. They are looking for management roles and they are already starting to fill them. In order to retain this generation, employers will need to find a way to appeal to Gen Y's motivation and also its impatience. Technology has made this generation very accustomed to having its needs met instantly. Therefore, giving these young people opportunities to develop and implement new ideas and projects will increase the company's chances of retaining them. [6]

Gen X tends to react in the same manner as Gen Y when it comes to loyalty. This generation saw its parents get down-sized or laid off. Therefore, instead of remaining loyal to one company, it is more committed to its work and its team. Gen X does not waste time complaining about problems. Instead it sends out its resumes and looks for other opportunities. [7]

4.2 Survey Results

Respondents were given four options and asked to choose their preferred type of worksite. The results are shown below.

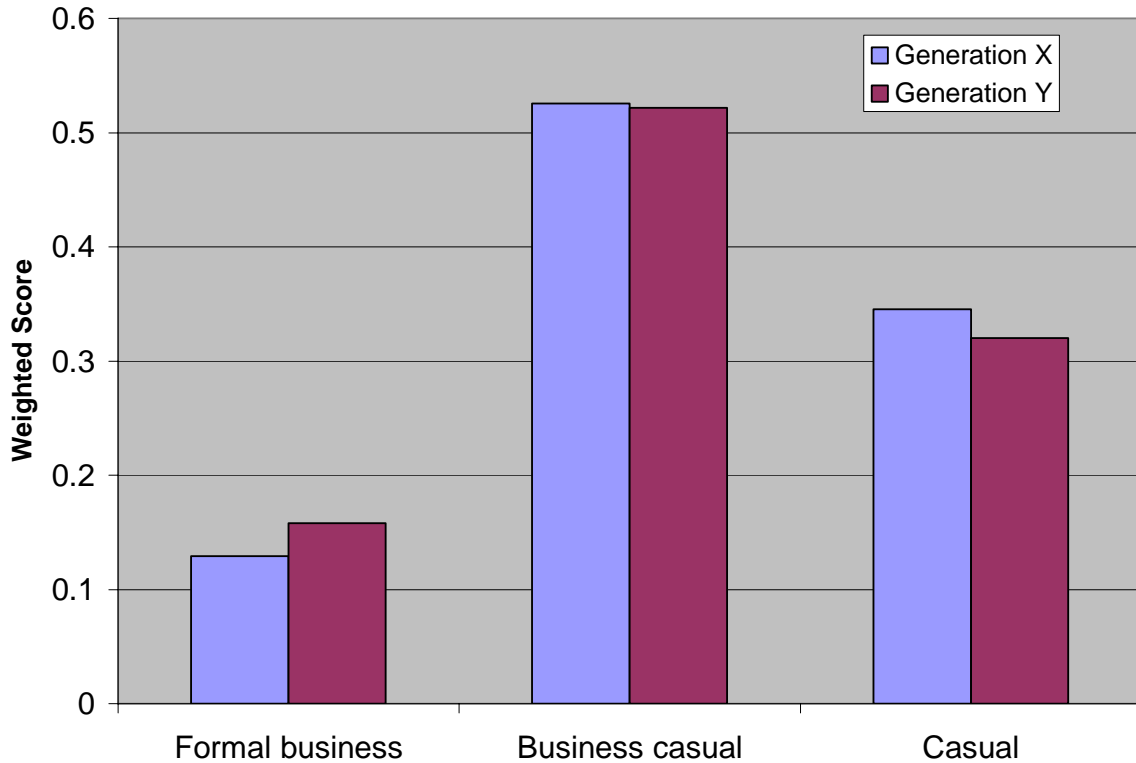
Figure 4 – Survey response of those who prefer the following type of worksite



Survey results seen in Figure 4 show that 49% of Generation Y employees want to work from an academic campus filled with lots of green spaces. For example, this generation is looking for a relaxed and flourishing environment rather than a stark, uniform cubical. The number of employees that want the flexibility to work at home is statistically identical to the group who prefer a corporate office space.

This relaxed, laid back attitude impacts not only the preferred worksite but transfers to other aspects of workplace environment. When asked preferences for workplace attire, both Generation X and Y overwhelmingly answered Business Casual (see Figure 5).

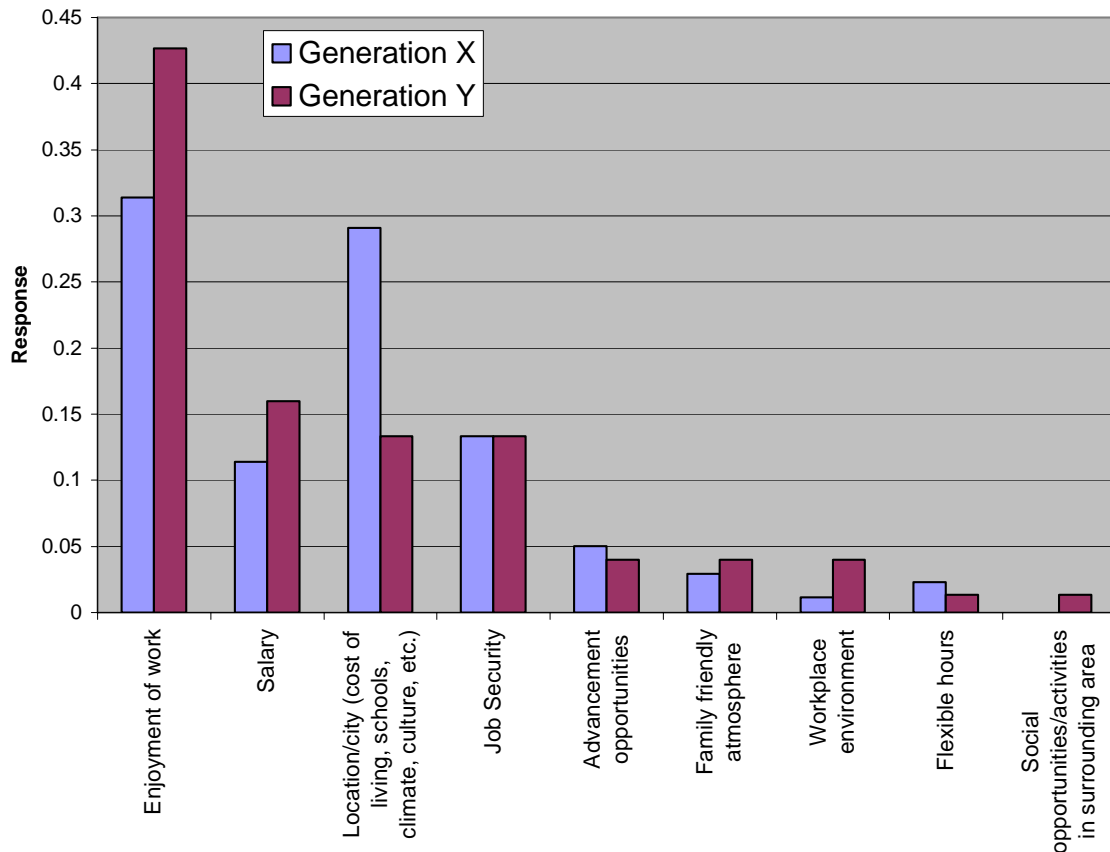
Figure 5 - Survey response of those who prefer the following worksite attire



A laid back style is the code of Gen Y but do not assume they are not dedicated or serious about the work if not wearing a suit. Nearly 85% of Gen Y employees would choose to wear business casual or casual attire and the same is true for Gen X. This may mean both generations feel they can contribute best when dressed comfortably.

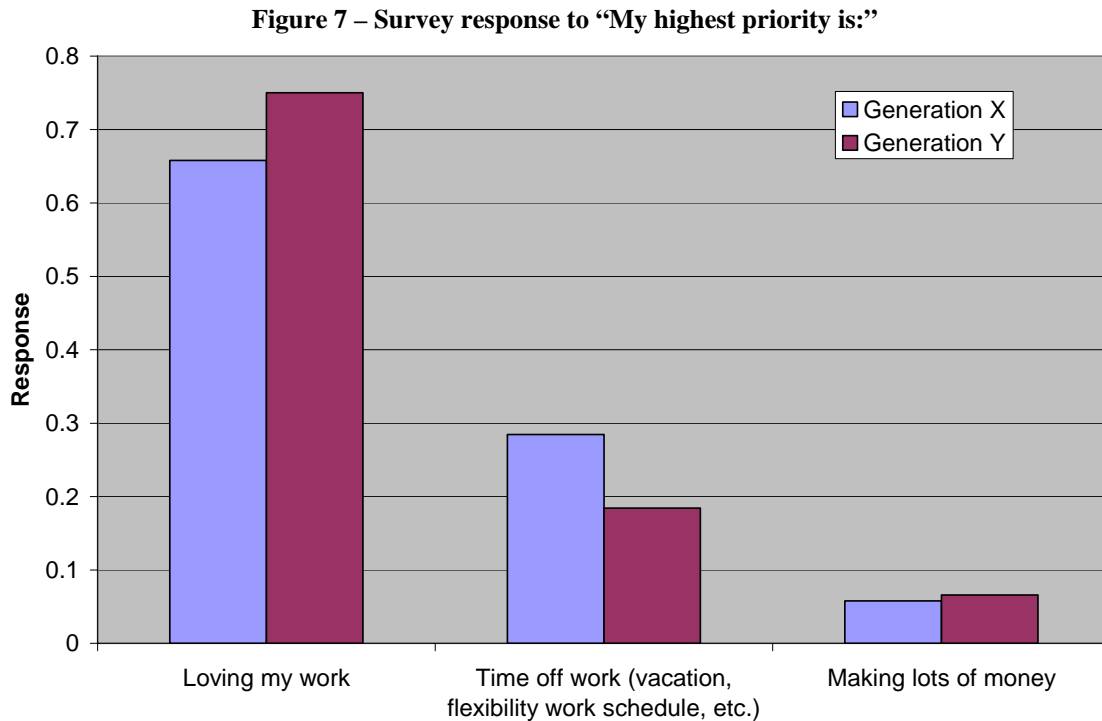
While a relaxed, flexible environment is important for Gen Y, what this group values most is the enjoyment of the work itself. If this is lacking, Gen Y is much more likely to look elsewhere for employment. Survey respondents were asked “When choosing a new job the most important factor to me is:” and were given 13 possible selections. The top ranking choices are shown below.

Figure 6 – Top ranking survey response to “When choosing a new job the most important factor to me is:”



For Gen Y, enjoyment of work was preferred almost three to one over the second highest response, salary. Gen X also chose Enjoyment of Work as the most important factor but it was very closely followed by location (cost of living, schools, climate, culture, etc.). Location may be important to Gen X because they are more likely to have a family with school age children and may have had time to develop deeper roots in the community. Since salary received the second highest response for Gen Y, it is an important consideration when recruiting and retaining this generation. Keep in mind this survey was distributed to the current civil servant workforce who chose a government job over private industry. They may not be representative of the population MSFC is trying to recruit. Therefore, salary may be more important to the Gen Y labor pool MSFC is trying to recruit than the Gen Y workforce MSFC has already hired.

Once a Gen Y employee has chosen a job and started to settle in an area, is enjoyment of work still a top priority? Yes. When asked to identify the highest priority in the workplace “Loving my work” still easily outranks “Making lots of money” (see Figure 7).



Both Gen X and Gen Y said that “Loving my Work” is a higher priority than time off work (vacation, flexible work schedule) or making lots of money. Less than 5% of Gen Y identified “Making lots of money” as the highest priority.

4.3 Recommendations

Managers can encourage a more flexible and informal environment which includes physical workplace, scheduling and attire. To increase job satisfaction engage this group from the start by providing meaningful or challenging work. Even though the work is more important than the pay to Gen Y, salaries and benefits that are competitive with private industry are necessary to attract and retain these employees.

5.0 Rewards and Incentives

A reward is something given in return for something done. Incentives are the expectation of reward that induces action or motivates effort.

5.1 Literature Review

Rewards and recognitions are important to the majority of workers; however research points out that some rewards or incentives may not motivate certain generations. For instance, Roger Stotz, VP, Maritz, Inc. points out that, “Companies that provide employees with meaningful rewards and recognition and development opportunities that speak to individuals’ goals, employee life cycles and stages of life will be more successful in creating the right environment for maximum performance.” [reference for Roger Stotz] Gen Y wants to be praised for accomplishments. It wants to be treated with respect and recognized for its contribution to an organization’s success. According to David Turetsky, a workforce management Director at Workscape, positive or negative feedback is comfortable and familiar to Gen Y and it appreciates straight talk. Gen Y is group-oriented and seeks opportunities to be involved in teams. [8] John Bishop, Executive Director of Accent On Success, describes Generation Y as “group-oriented, confident, goal-oriented and civic-minded.” [9]

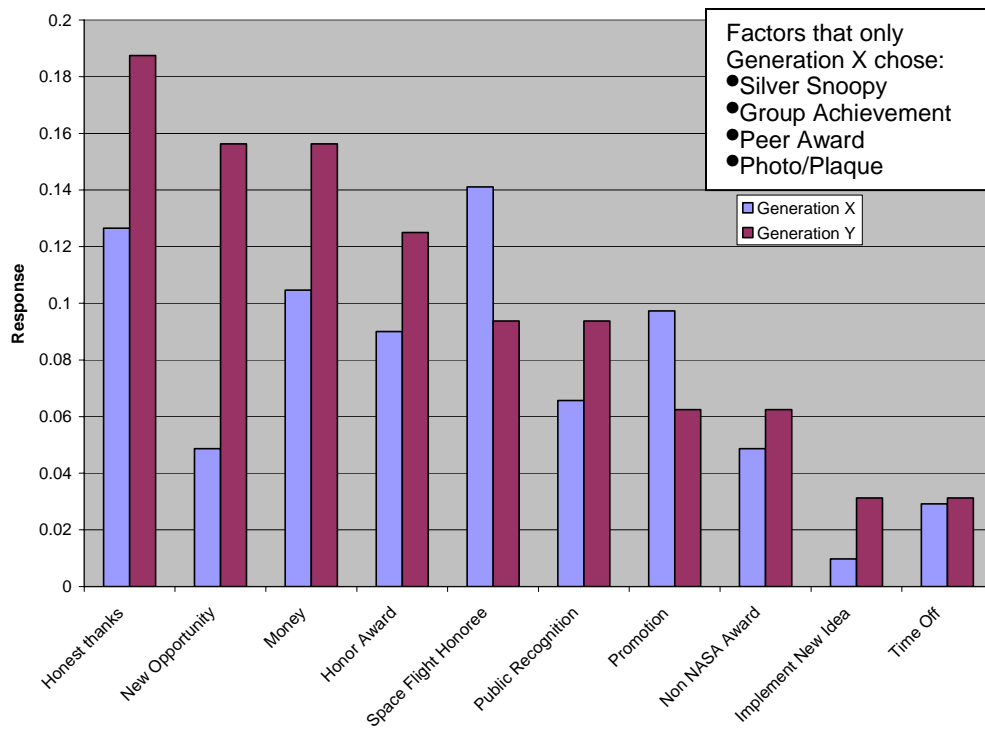
Cara Spiro, of the Department of the Navy, wrote “This generation is looking for immediate gratification and an opportunity to excel.” [10] Gen Y wants to make an important impact immediately on projects with which it is involved. In addition, Gen Y possesses an especially high expectation for bosses and managers to assist and mentor it in attainment of its professional goals. Coaching is one of the most successful methods for retaining Generation Y employees because it allows employees to thrive in an environment designed to enable their success. [10] Having financial resources available for educational and training opportunities is an incentive. By fostering a learning environment with a clearly defined path of growth, organizations will retain their supply of talent. [11]

No one reward or recognition has the same effect for all employees. Making rewards personalized for each Gen X and Y employee is a key factor in retaining these generations. Some research suggests that Gen X is not enamored by public recognition and it just wants to be rewarded with time off so it can enjoy its life. Gen Y, however, wants recognition from its heroes: bosses and grandparents. Managers who balance these frames of references in rewarding workers create a more valuable experience for both employee and employer. [12]

5.2 Survey Results

Respondents were asked to “Describe the reward or recognition that meant the most to you in your career (whether at NASA or elsewhere.)” Each response was reviewed and categorized (see Figure 8). This open-ended question was optional so there were fewer responses when compared to the multiple choice questions. Therefore the margin of error was greater for this question than the remainder of the survey. However the responses still illustrate an insightful trend.

Figure 8 – Survey response to “Describe the reward or recognition that meant the most to you in your career (whether at NASA or elsewhere)”



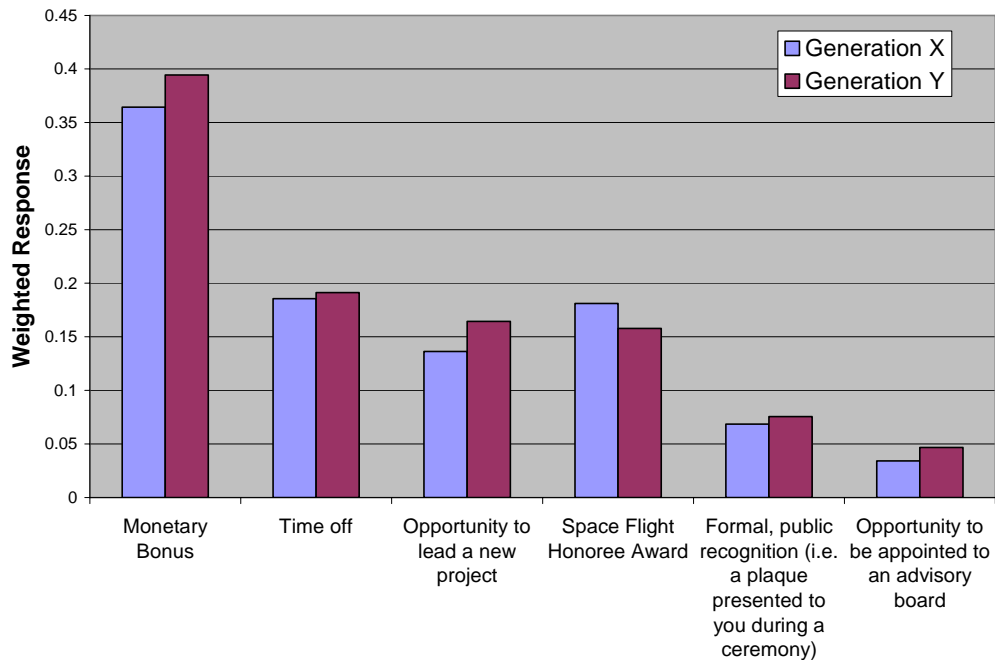
Rewards that were chosen by Gen X but not selected by Gen Y are listed in the top right of Figure 8. While there is variation in preference from employee to employee, the most important recognition to Gen Y employees is honest thanks. It was also one of the highest responses for Gen X. For Gen Y, the “honest thanks” was often coupled with a “New Opportunity.” A manager would thank the employee for a job well done and reward that employee with a desirable new project or assignment. By giving new assignments, a manager could help foster enjoyment of work.

One quote received from this survey question stated the need for personalized management: “Most times a simple SINCERE thank you for a job well done is just as meaningful. Because of surgeries TOA [time off award] mean more to me than \$\$ yet my manager knew this fact and simply gave me money. He didn’t listen to my need so the \$\$ was a token of nothing.”

On the other hand, there are times when managers spoke exactly to an employee's need. Another response demonstrated this fact: "I worked many, many hours in Utah after Challenger. One day out there on the manufacturing floor, Center Director J. R. Thompson put his arm around me and told me how much he appreciated what I had done." Such simple forms of recognition do not cost anything yet can have significant effects.

In another question, respondents were given six options and asked to choose their preferred reward. Options were geared towards the current governmental reward policies. The results are shown below.

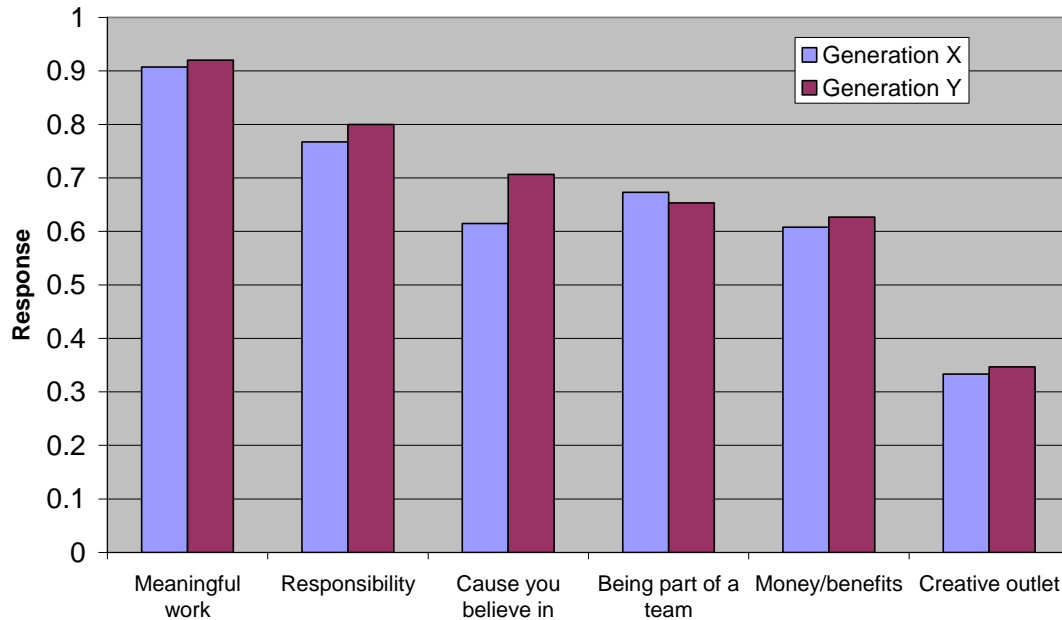
Figure 9 - Survey response to "When being rewarded for a job well done I prefer:"



At first glance this plot seems to contradict the response received in Figure 8, which shows "honest thanks" as the highest ranking reward, more so than money. For this question six options were given whereas the previous question was an open ended response. "Honest thanks" was not given as a selection. Figure 9 addresses formal awards while Figure 8 reflects any recognition that the respondent felt was meaningful.

Respondents were asked the question “What motivates you on the job?” and given the ability to select as many of the six options below as they wanted.

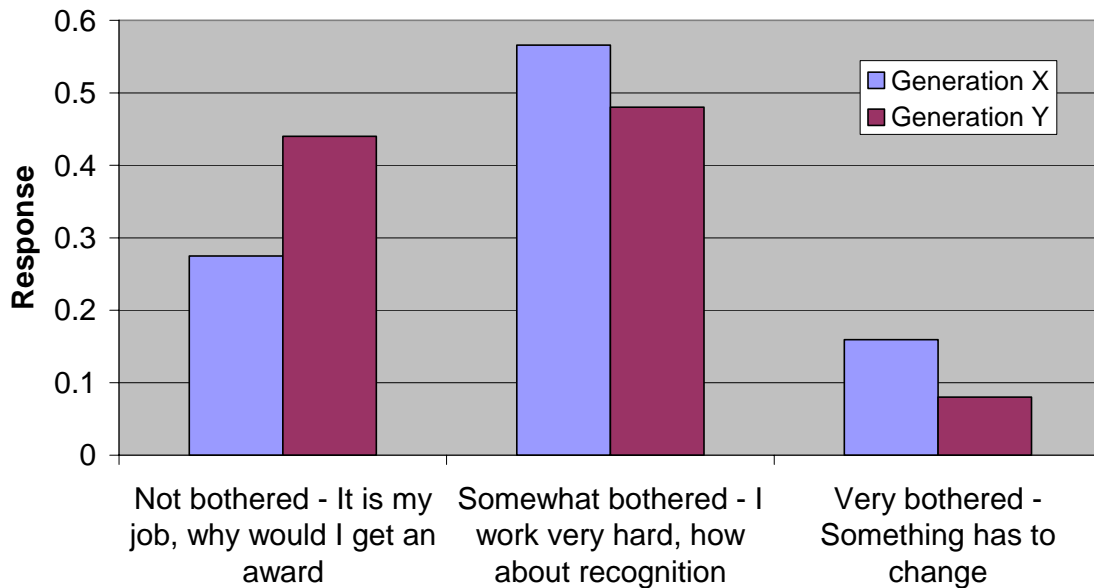
Figure 10 – Survey response to “What motivates you on the job? (Check all that apply)”



Remembering that Gen Y most of all wants to enjoy its work, this response to “What Motivates you on the Job” is not surprising (see Figure 10). Supplied with meaningful work (the highest response for Gen Y), this generation will be motivated and enjoy going to work. The ranking of money/benefits as the second lowest response agrees with Figures 6 and 7 which both show that enjoyment of work is significantly more important than salary.

In an effort to understand the importance of recognition, respondents were asked the question shown below.

Figure 11 – Survey response to “My manager gives out very few awards, even in the case of exceptional work. I am:”



Over 50% of Gen Y employees expressed a desire to be recognized for their hard work, but as shown in Figure 10, this recognition does not have to be complicated. An “honest thanks” goes a long way. It is interesting that Gen Y, a group stereotypically identified as more high maintenance, also recognizes rewards are not always needed or deserved.

5.3 Recommendations

It is important for managers to consider personalized development and recognition of employees in a multi-generational workforce. Managers should know their staff and what type of reward or recognition is most valuable to each individual. Even though a paycheck is a reward by definition, it is important that management not consider this the only reward; doing so may cause employees in both Gen X and Y to react in a less productive manner. By continuing to give challenging projects to employees, boredom and attrition may be reduced. Overall, Gen X and Y appear to be more motivated by personal fulfillment than by traditional monetary awards.

Development of employees is a key factor for managing Gen X and Y. They thrive on developing their work skills and knowledge. Thus expanding and enhancing training opportunities, such as coaching, may attract these generations. Managers can assist employees in developing a career path by recommending training and developmental assignments.

6.0 Conclusions and Recommendations for Further Study

6.1 Conclusion

The government may have a difficult time recruiting Gen Y due to legislative processes such as hiring freezes, budget constraints and federal employment laws. About 60% of the government's 1.8 million civil servants will be eligible to retire over the next nine years and the Office of Personnel Management expects 40 percent to retire. [13] At Marshall more than a quarter of the workforce will be eligible to retire in five years. Finding a way to recruit Gen Y will be imperative.

Gen X is already in the workplace and the oldest members of Gen Y are now entering the workforce. Gen Y is the largest generation since the baby boomers. Therefore the economic and social impact will be substantial. Ultimately Gen Y is going to drive workplace environment change. This generation grew up with the Internet, mobile technology, and computer games. Hence, it is technologically savvy and somewhat impatient. Gen Y is ambitious, confident, and well-educated; they will challenge the way things have been done in the past. Its expectations are high and it is very optimistic about the future. In order to recruit and retain this generation, employers will need to understand and respond to its values and qualities.

In conclusion, embracing the diverse generational workforce in the areas of management styles, work environment and incentives creates a more efficient workplace. Thus, management recognition of an aging workforce and the generations that will fill the gaps help to build a more conducive multi-generational workplace. For more information, Appendix C lists some turn-offs and turn-ons identified in the book *Beyond Generation X: A Practical Guide for Managers* by Claire Raines. [14]

6.2 Recommendations for Further Study

The M-GEAR² study did not cover every possible subject within this vast research topic. Below are areas that were not fully reviewed that would be very productive as follow up research.

1. Conduct exit interviews to obtain data on why the employee left NASA.
2. Survey NASA contractors
3. Conduct a follow on survey of interns and college students to obtain more data on Generation Y
 - a. Gain an understanding of why Gen Y is less interested in the Vision for Space Exploration than previous generations and the effects on recruitment and retention
 - b. Interns who have chosen not to accept a government position after graduation versus those who have chosen civil service
4. Further survey of MSFC workforce
 - a. Ask for GS levels in order to investigate how pay and seniority affect responses

- b. Additional subtopics (M-GEAR² covered workplace environment, management style and rewards and incentives)
- c. Compare Gen X and Y to Baby Boomer or other generations

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Appendix A:

M-GEAR² Survey

Welcome

Welcome to MSFC's online survey.

Your participation in the following survey will allow us to obtain valuable information relative to recruiting and retention at NASA MSFC which is vital to the current and future workforce at the Center. The objective is to identify what factors or incentives are attractive to employees in order to have insight into recruitment and retention

Directions: Please respond to each question. Your survey response is not tabulated until you have clicked on the Done link at the end of the survey.

Thank you for the time you take to complete the survey. Your responses are confidential and anonymous and will be combined with other responses so that names will not be associated with the data collected. All data will be rolled up into a summary data report and no individual will be identified or identifiable. This survey takes about 10 minutes to complete.

NASA FIRST team

Background information

1. My gender is:

- a. Male
- b. Female

2. I was born in:

- a. 1933-1945
- b. 1946-1950
- c. 1951-1955
- d. 1956-1960
- e. 1961-1965
- f. 1966-1970
- g. 1971-1975
- h. 1976-1981
- i. 1982-1989

3. I have been a civil servant for:

- a. 0-5 years
- b. 6-15 years
- c. 16-25 years
- d. 26 or more years

4. I am a:

- a. Manager (including supervisors and team lead)
- b. Non-management employee

5. My position is in the following occupational category:

- a. Scientist/Engineer
- b. Technician
- c. Administrative Support
- d. Business/Accounting
- e. Procurement
- f. Information Technology
- g. Human Capital

Management Style

1. I like to have the following involvement from my manager (choose one):
 - a. My manager provides specific direction
 - b. My manager solicits suggestions before making decisions
 - c. My manager and I make decisions together
 - d. My manager empowers me to complete the tasks
2. Do you desire to interact with your manager outside of work (example: play intramural sports, barbecue, etc.)
 - a. Frequently
 - b. Occasionally
 - c. Never
3. Is your ideal manager a (choose one):
 - a. Motivational leader who inspires the team
 - b. Great problem solver who is involved in your work
 - c. Someone who leaves you alone unless you ask for help
 - d. Friend you can approach with any kind of problem
 - e. Other (please specify)
4. What is your preferred method of receiving the following information from your manager?

	Email	Phone Call	In Person
Results of an important technical decision			
New assignment to work on a project			
Positive feedback on a report you authored			
Negative feedback on a report you authored			

Workplace Environment

1. Your preference for workplace attire is (rank options, with 1 being your most preferred):

	1	2	3
Formal business			
Business casual			
Casual			

2. When participating in efficient meetings I prefer the following style.

- a. Formal - only cover agenda topics, minimal discussion
- b. Structured but periodic opportunity to add input
- c. Open discussion - anyone can contribute and/or add topics

3. I work best:

- a. In an group of people collaborating, brainstorming and discussing ideas
- b. In a quiet, comfortable office without distractions
- c. At home, in the library, at a coffee shop, anywhere but the office

4. In general, I prefer to receive the following for extra work hours:

- a. Comp time
- b. Overtime pay
- c. I am not willing to work any extra hours

5. I prefer the following type of worksite:

- a. Academic campus (lots of green spaces, meeting areas)
- b. Corporate office park (high tech, glass and steel)
- c. Industrial complex (machinery and hardware everywhere)
- d. At home (flex-place: option to work from home office for a portion of work week)

6. If provided, I would make use of bicycle paths and racks to travel between buildings or for recreation:

- a. Frequently
- b. Occasionally
- c. Never

7. My highest priority is:

- a. Loving my work
- b. Making lots of money
- c. Time off work (vacation, flexibility work schedule, etc.)

Rewards and Incentives

1. When being rewarded for a job well done I prefer (rank your top 3, with 1 being your most preferred):

	1	2	3
Formal, public recognition (i.e. a plaque presented to you during a ceremony)			
Time off			
Opportunity to be appointed to an advisory board			
Opportunity to lead a new project			
Monetary Bonus			
Space Flight Honoree Award			

2. My manager gives out very few awards, even in the case of exceptional work. I am:

- Not bothered - It is my job, why would I get an award
- Somewhat bothered - I work very hard, how about recognition
- Very bothered - Something has to change

3. What motivates you on the job (check all that apply)

- Cause you believe in
- Being part of a team
- Responsibility
- Creative outlet
- Meaningful work
- Money/benefits

4. When choosing a new job the most important factors to me are (rank your top 3, with 1 being your most preferred):

	1	2	3
Location/city (cost of living, schools, climate, culture, etc.)			
Advancement opportunities			
Job Security			
Salary			
Benefits (health care, retirement, etc)			
Enjoyment of work			
Managerial style			
Workplace environment			
Reimbursable continued education			
Family friendly atmosphere			
Adequate vacation/sick leave			
Flexible hours			
Social opportunities/activities in surrounding area			

5. Of the below listed company programs, I would use:

	Definitely use	Might use on occasion	Would not use
Flex-place			
On site day care			
Exercise facility			
Work related training classes			
Advanced degree sponsorship - reimbursable			
Intramural sports leagues			
Beauty salon/barber shop			
Medical clinic			
Gift shop			
Travel agency			

6. I would like to participate in a professional development program which provides both diverse positional and geographical assignments to develop my capabilities and awareness of Agency activities.

- a. Strongly agree
- b. Agree
- c. Indifferent
- d. Disagree
- e. Strongly disagree

7. OPTIONAL: Describe the reward or recognition that meant the most to you in your career (whether at NASA or elsewhere)

8. OPTIONAL: What is your biggest frustration or disappointment with your job?

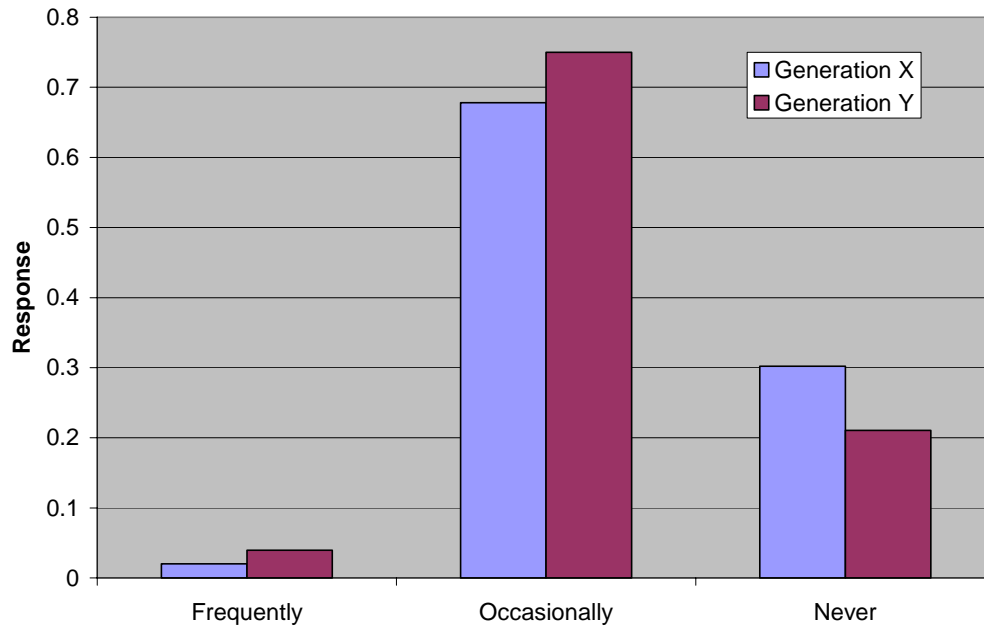
Thank You

Thank you for making the effort and taking the time to complete this survey!

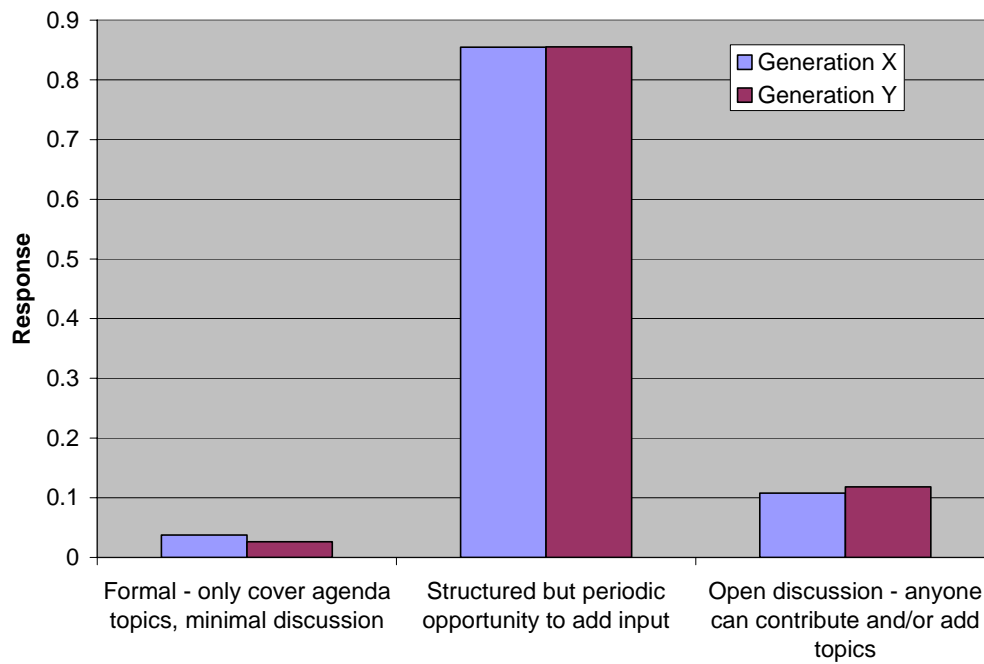
Please click on Done to complete this survey

Appendix B:
Survey responses not included in the body of this paper, sorted by generation

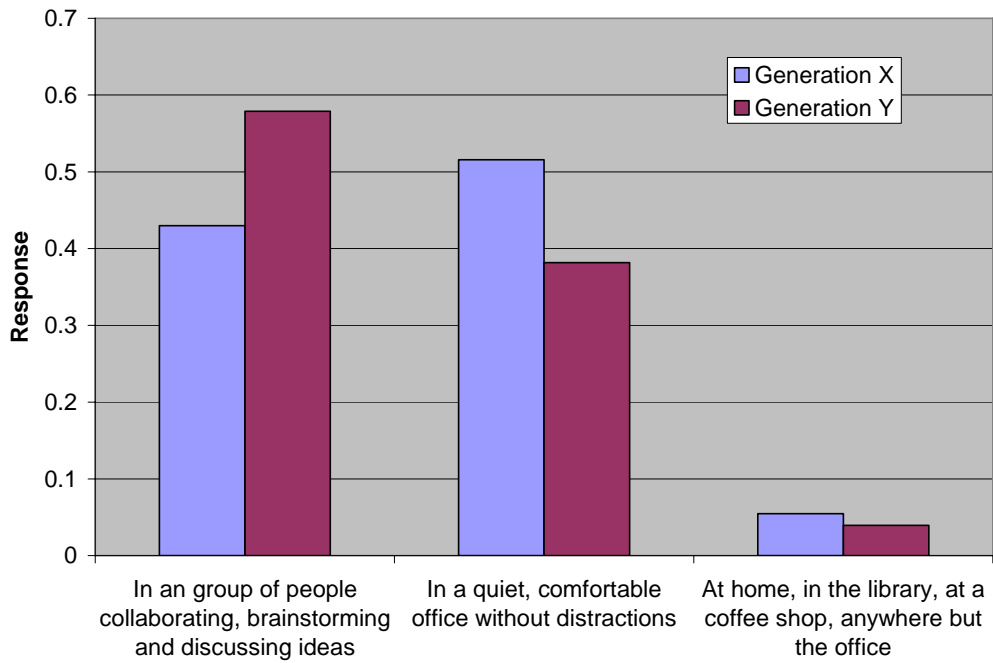
**Do you desire to interact with your manager outside of work (example:
play intramural sports, barbecue, etc.)**



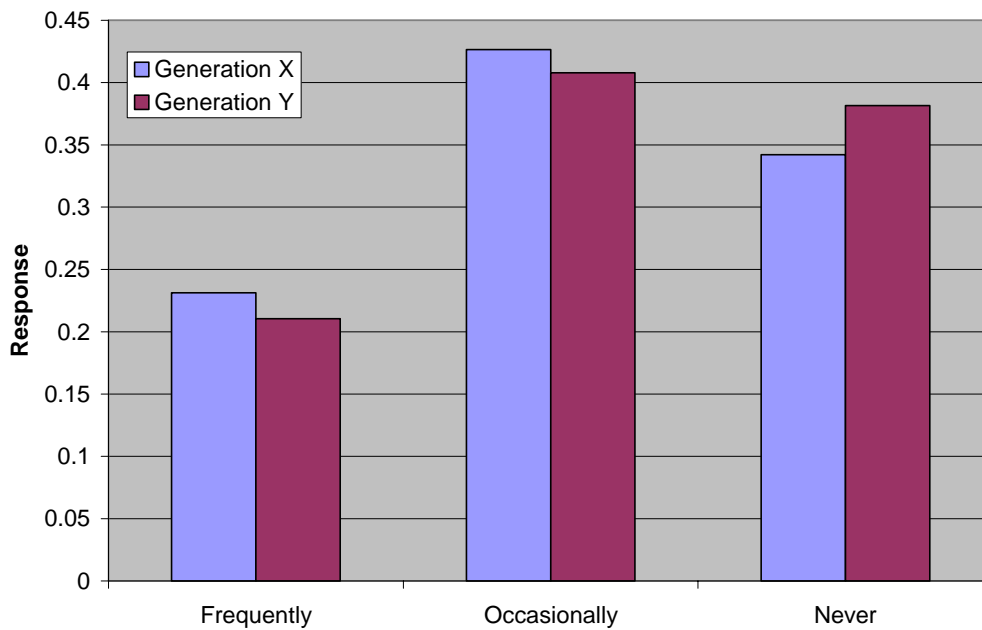
When participating in efficient meetings I prefer the following style.



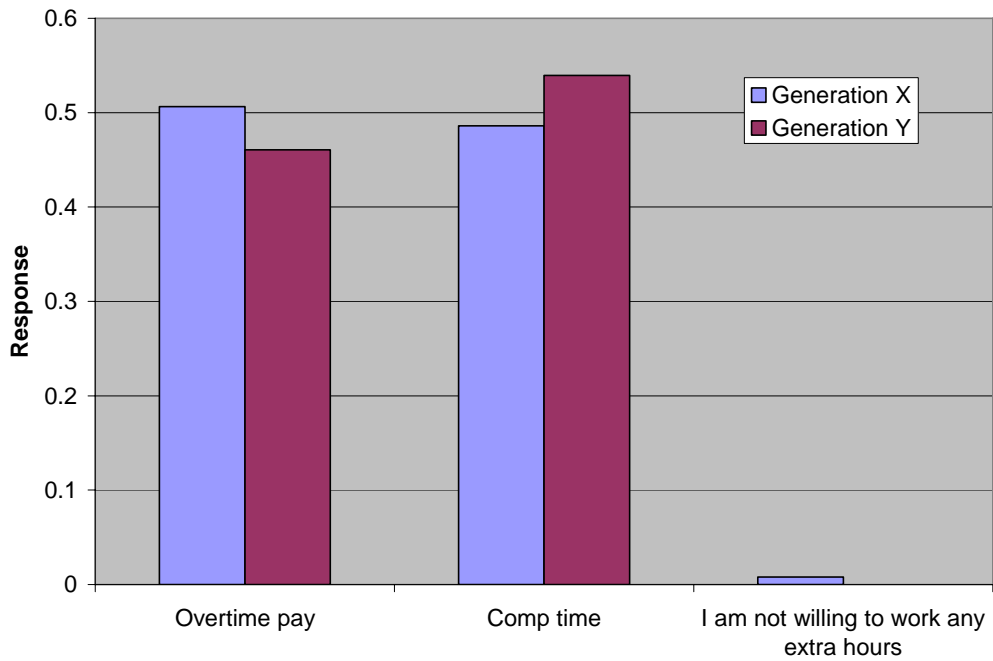
I work best:



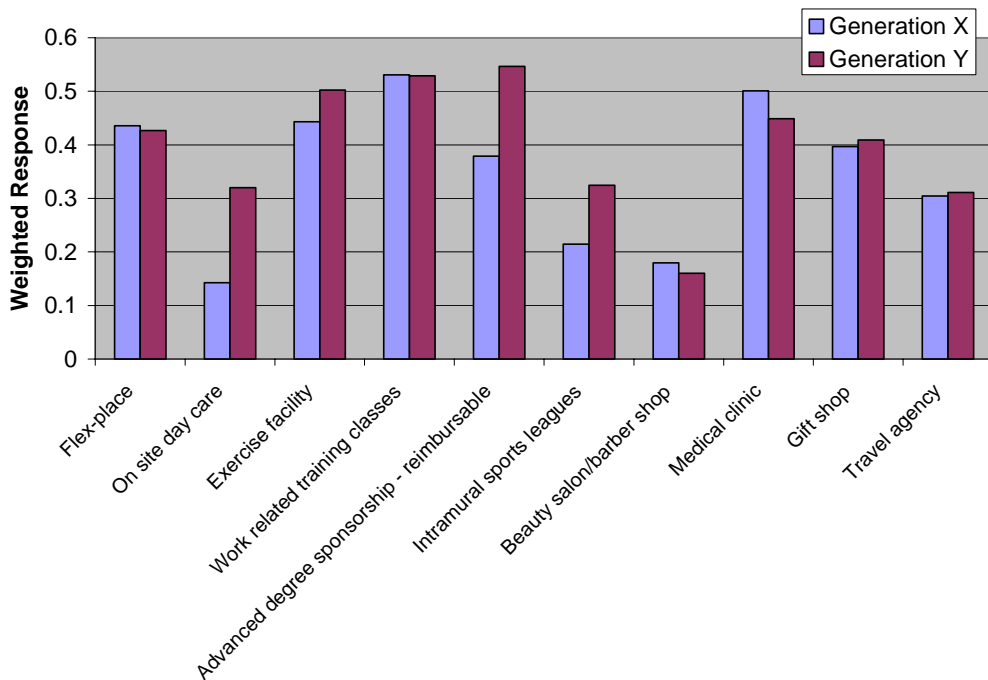
If provided, I would make use of bicycle paths and racks to travel between buildings or for recreation:



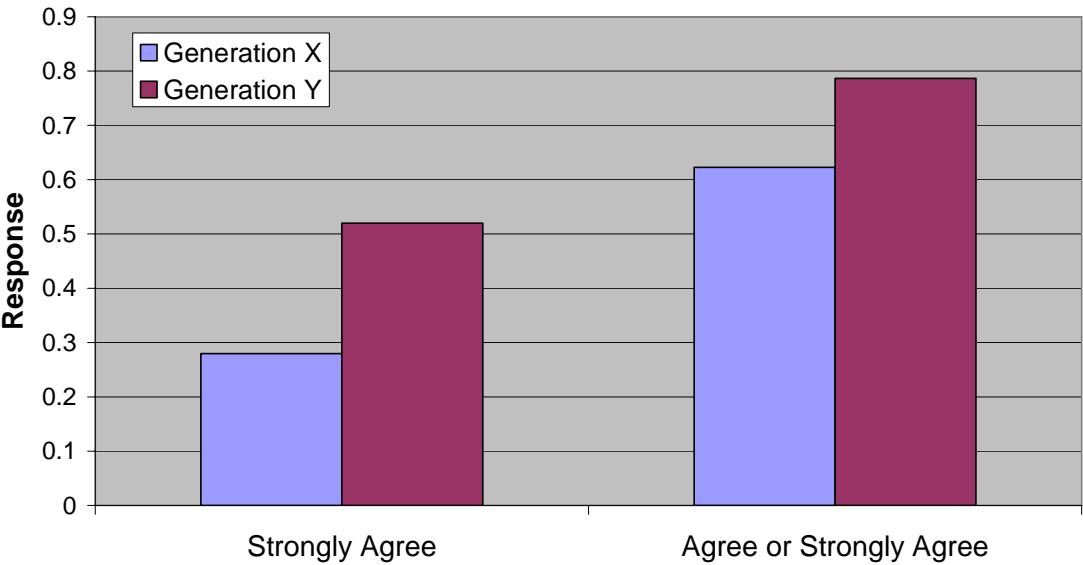
In general, I prefer to receive the following for extra work hours:



Of the below listed company programs, I would use:



I would like to participate in a professional development program which provides both diverse positional and geographical assignments to develop my capabilities and awareness of Agency activities.



Appendix C:

Turn-offs and Turn-ons for Twenty something Employees (Generation X and Y) *(Beyond Generation X: A Practical Guide for Managers by Claire Raines)*

Turn-Offs

- Pretentiousness
- Hype
- High-stress work situation
- Poor quality products
- Ugly uniforms
- Incentive programs that are “here today/gone tomorrow

Turn-Ons

- Job sharing, job swapping, cross-training
- A cafeteria-style benefits package
- Full status for part-time employees
- Spending time with the manager
- The potential for internal promotion
- Flexible scheduling that accommodates personal needs
- Regular staff meetings
- Feeling like they’re making a difference
- A productive work atmosphere